

Operating Guidelines

ARTICLE 1 - NAME

1.1 The name of this systems change initiative shall be “Reclaiming Futures-Snohomish County”, hereinafter, referred to as “RF”.

ARTICLE 2 - VISION, MISSION, PURPOSE

2.1 RF Vision: “By January 25, 2015, we have achieved the lowest juvenile crime rates in our history and the country, particularly those which are alcohol and drug related. Our kids in Snohomish County are drug free, have a sense of self-worth, are engaged in education and/or employed, have at least one, 1-to-1 relationship with a caring adult, have ‘family’ support (as they define the word family), are willing to help others, have a sense of connection, trust in ‘the system’, are healthy in a holistic way, feel accepted, take appropriate risks, have a sense of value and are hopeful. They have a positive vision for their life.”

To read our full Vision, please go to: <http://snohomishcountywa.gov/DocumentCenter/View/7002>

RF’s mission: “To reclaim the futures of young people caught in the cycle of crime, alcohol and drugs by providing more treatment, better treatment and also moving beyond treatment through engaging our community to provide other supports essential in healthy adolescent development.”

2.2 Purpose

Implement the nationally recognized Reclaiming Futures initiative that unites juvenile courts, probation, adolescent substance abuse and mental health treatment and the community to reclaim youth by incorporating the strengths and abilities of youth and their families, linking youth with natural helpers, and using the strengths and natural helping approach as the basis for restorative justice activities.

2.3 To fulfill its mission and purpose, RF, through its fiscal agent the Snohomish County Superior Court, with approval of the RF Fellows Team, may recommend the hiring of staff and

consultants, lease property, recommend issuing bids, seek funding, make expenditures, and work collaboratively with other organizations, as well as engage in any other legal and appropriate activities, as may be necessary for the purposes of implementing the Reclaiming Futures initiative fulfilling the Vision.

ARTICLE 3 - STRUCTURE

3.1 The Superior Court in Snohomish County shall serve as the grantee and fiscal agent.

3.2 RF is a systems change initiative comprised of representatives from government entities, public and private agencies and individuals who are committed to strengthening the system of service for juvenile justice youth with substance abuse problems and their families.

3.3 The RF Fellows Team shall be made up of at least one representative from the five required fellowships: Judicial, Juvenile Justice, Treatment and Community, and one Project Director.

3.3.1 The Fellows Team may add additional Fellows to the (5) required Fellowships in order to advance the Vision of RF in Snohomish County and as part of its succession planning.

3.3.2 The RF Fellows Team shall serve as the governing body and is responsible for overall policy and direction of the RF.

3.3.3 The RF Fellows Team shall have the following responsibilities:

3.3.2-1 To ensure that the activities undertaken by RF as a whole are consistent with the national goals and benchmarks of the movement and the RF mission, purpose, policies, and annual goals and objectives.

3.3.2-2 To establish administrative policies and procedures.

3.3.2-3 To oversee the preparation of the RF budgets and approve work plans.

3.3.2-4 To oversee and coordinate the decision-making process of RF, including making initial decisions on recommendations coming from the Project Director, subcommittees, or individual members of the RF Fellows and Change Teams.

3.3.2-5 To establish and maintain roster of the Change Team and to resolve any questions about membership which may arise. The Change Team is the guiding coalition of community stakeholders who actively participate in order to implement the RF Vision. [See Article 5]

3.3.2-6 To establish such subcommittees and work groups it considers necessary to discharge the duties and responsibilities of RF. At the discretion of the RF Fellows Team, such committees and work groups may include persons who are not members of RF Change Team.

3.3.2-7 To carry out any other duties which would normally fall to a governing body and are consistent with the purpose of RF and applicable Federal and State Laws.

3.3.2-8 An individual's membership on the RF Fellows Team shall be subject to review and possible termination by the Project Director and Judicial Fellow with input from the Fellows Team whenever he/she is no longer an employee of the organization by which they were employed when appointed to the RF Fellows Team.

3.4 The fiscal year for RF shall be from October 1 through September 30, 2014. It shall then be from January 1 through December 31 beginning in 2015. Its annual plans shall also correspond to this fiscal year. Between the period of October 1, 2014 through December 31, 2014 the Court will implement a 'bridge contract.'

ARTICLE 4 - SUBCOMMITTEES

4.1 The following standing subcommittees will be established in each of the following areas with delegated responsibilities to achieve the vision of RF-Snohomish County:

4.1.1 Treatment- Purpose: To improve the continuum of care in chemical dependency and mental health for all youth and families with evidence-based practices. This committee of Change Team representatives serve as representatives from county treatment agencies and private practices that are directly responsible for screening and/or assessment and implementation of treatment interventions in Snohomish County. This subcommittee will seek to engage county agencies in the universal use of validated screening and assessment tools for substance abusing juvenile offenders,

increase community awareness and understanding of adolescents in recovery, educate the community on accessing treatment and help build capacity for treatment services.

This subcommittee reports their recommendations to the Snohomish County Reclaiming Futures Change Team for feedback and seeks approval from the Snohomish County Reclaiming Futures Fellows Team for approval on all proposed activities and outreach conducted by the subcommittee.

The Reclaiming Futures Treatment Fellow/s will serve as the Chair and/or Co-Chairs of this subcommittee.

4.1.2 Pro-social Activities – Purpose: Develop a “Natural Helping Program”, and link youth and families to natural helpers and pro-social opportunities. The Snohomish County Reclaiming Futures Pro-Social Activities Subcommittee is a group of Change Team representatives committed to addressing the need for mentoring opportunities and the engagement of community based natural helpers to extend the continuum of care to community support systems that will outlast all court based supervision and formal services provided during their contact with county social systems.

This subcommittee reports their recommendations to the Snohomish County Reclaiming Futures Change Team for feedback and seeks approval from the Snohomish County Reclaiming Futures Fellows Team for approval on all proposed activities and outreach conducted by the subcommittee.

A Reclaiming Futures Community Fellow/s will serve as Chair and/or Co-Chair of this subcommittee.

4.1.3 Justice - Purpose: A group of representatives from the Juvenile Justice community (and sometimes, beyond), who assist in the implementation of the Reclaiming Futures initiative and Vision system-wide. The Juvenile Court will serve as a practical demonstration of Reclaiming Futures principles to be applied to all substance abusing juvenile offenders. The ongoing purpose of this group is to address ongoing operational and/or structural issues that arise with the juvenile court and to make recommendations on the implementation of the Reclaiming Futures initiative to the broader population of substance abusing juvenile offenders in Snohomish County.

This subcommittee reports their recommendations to the Snohomish County Reclaiming Futures Change Team for feedback and seeks approval from the Snohomish County Reclaiming Futures Fellowship for approval on all proposed activities and outreach conducted by the subcommittee.

The Justice Fellow/s will serve as the Chair and/or Co-Chairs of this subcommittee.

4.1.4 Education & Employment - Purpose: A group of Change Team and community representatives committed to addressing educational and employment opportunities and barriers to the implementation of Reclaiming Futures in Snohomish County.

This subcommittee reports their recommendations to the Snohomish County Reclaiming Futures Change Team for feedback and seeks approval from the Snohomish County Reclaiming Futures Fellowship for approval on all proposed activities and outreach conducted by the subcommittee.

A Community Fellow/s or designee will serve as the Chair of this subcommittee.

4.2 At least one member of the Fellows Team will serve on each of the subcommittees.

4.3 Subcommittees will report to the Fellows and Change Team, their progress through regular minutes and special reports, and make any recommendations to the Fellows Team.

4.4 Subcommittees can, with approval of the Fellows Team seek information from additional sources to aid them in accomplishing their tasks, including adding new members to the subcommittee.

4.5 The Fellows Team may establish other sub-committees and/or ad hoc committees as needed to advance the Vision of Reclaiming Futures in Snohomish County.

ARTICLE 5- CHANGE TEAM

5.1 The members of the RF Change Team shall be called the “Change Team.”

5.2 Purpose of Change Team: To work with the RF Fellows to increase community capacity for change; to develop an integrated system of care network for youth and families challenged by substance abuse and delinquency; and to ensure sustainability of the RF framework in Snohomish County.

5.3 Every effort shall be made to have an inclusive and diverse membership (in terms of race, religion, color, socioeconomic, nationality, etc)

5.4 A public/private organization or individual may initiate membership by either sending a letter signed by an authorizer within their organization to the Fellows in which it states its desire to become a member, or by attending a Change Team meeting and then submitting a letter of interest. Upon receipt of the letter of interest, the Fellows shall declare that individual and/or organization is a member and enters its name on the membership roster.

5.5 Notification of membership shall be sent to the individual or organization upon acceptance of the initial letter of interest. Membership will automatically continue until such time as an organization or individual formally withdraws from membership.

5.5.1 Re-designation of membership: If a Change Team member obtains employment in a new organization / agency, they must notify the Fellows they are no longer representing the agency which authorized them at initial application.

5.6 Members shall agree to abide by the RF Operational Guidelines and Memorandum of Understanding.

5.7 Ideally, youth and parents are to be included in membership and preferably those who have juvenile justice system experience.

5.8 Any member may resign by submitting a written notice to the RF Fellows Team.

5.9 The Fellows may revoke membership of a Change Team member for failure to uphold the Operational Guidelines and Memorandum of Understanding.

5.10 The Project Director will conduct a follow-up conversation with any resigning member and report back to the Fellows on the reason/s for the resignation, if not stated in the member's resignation notice.

5.11 "Supporter" designation. RF recognizes that there are many ways to support the work of this systems change initiative. For those in our community who cannot regularly attend meetings and agree to the Change Team membership Memorandum of Understanding, RF Fellows may designate these individuals as Supporters. Supporters may aid in the implementation at various stages and may stay on the RF mailing list to keep apprised of the work of RF.

ARTICLE 6 - MEETINGS

6.1 RF Fellows and Change Team shall hold meetings of its membership to facilitate its work and discharge its duties and responsibilities.

6.2 Meetings will be held in facilities that are accessible as determined by the American with Disabilities Act.

6.3 The RF Fellows Team and Change Team will each meet at least once per month unless otherwise agreed to by the RF Fellows Team.

6.4 The Project Director, with input from the Fellows, will set the agenda and will preside over all meetings.

6.4.1 Meeting notices and minutes shall be prepared and distributed by the Project Director to all members and made available on the RF website.

6.4.2 A designee shall preside in the absence of the Project Director and shall assist in the execution of tasks necessary to carry out the business of the RF Fellows Team.

6.5 All meetings of the subcommittees and work groups shall be open to all RF members.

ARTICLE 7 - STAFF

7.1 RF Fellows shall recommend to the Court staff positions necessary for the successful achievement of its mission, goals and objectives.

7.2 A Project Director shall be selected with input by the RF Fellows. The Project Director shall be hired and supervised by the lead/fiscal agency to support and oversee the work of RF.

7.3 The Project Director is responsible for the day-to-day operation of the project subject to direction of the RF Fellows and the lead/fiscal agency as needed.

7.4 The evaluation of the Project Director shall be the responsibility of the lead/fiscal agency in consultation with the RF Fellows.

7.5 The Project Director will assure that adequate and appropriate staff is available to meet the needs of the RF. The Project Director shall supervise and evaluate all staff placed under his/her supervision.

ARTICLE 8 - STANDARD OF CONDUCT

8.1 RF Fellows and Change Team members shall exercise due diligence to maintain the highest standards of conduct in fulfilling its duties and responsibilities.

8.2 Members shall be vigilant about potential conflicts of interest and shall refrain from active participation on issues in which he/she may have a direct, personal interest. Members may receive no financial remuneration from participation in the work of RF unless under contract with RF to assist the Project Director with specific projects.

8.3 RF shall not engage in discrimination based upon age, sex, sexual or affectional orientation, color, race, religion, national origin, ethnicity, economic circumstance, disability, HIV infection, AIDS-related complex or AIDS, and veteran status.

8.4 Unless otherwise stipulated, any notice called for in these operating guidelines shall be considered fulfilled by sending a regular letter or an e-mail message.

ARTICLE 9 – DECISION MAKING

9.1. As a Fellows Team a deliberative process is employed in our decision making. Decisions are arrived at through elements of both consensus-making and majority rule. The Fellows shall strive to make decisions by consensus.

9.2 “Deadlocks”: The Project Director and Judicial Fellow/s may break a deadlock on a particular issue if the decision requires urgent action, in the interest of advancing the Vision of RF in Snohomish County.

ARTICLE 10 -AMENDMENTS

10.1 These operating guidelines may be amended at a regular or special meeting of the RF Fellows Team whenever the Fellows determine the need to do so.

10.2 Any Fellow may submit a proposed amendment to the Fellows Team.

10.2 Any proposed amendment must have been distributed by the Fellows in writing or by electronic means at least two weeks prior to the meeting.

Signatures, Authorized Representatives (Fellows):

Date:

**SNOHOMISH COUNTY-RECLAIMING FUTURES OF YOUTH
MEMORANDUM OF UNDERSTANDING for Change Team Membership**

The Snohomish County Reclaiming Futures Change Team community initiative brings together substance abuse and mental health providers, juvenile justice, education, Dept. of Children and Family Services (DCFS), the faith-based community, and other community service providers and community organizations to integrate and improve our systems of care for our kids. Through collaborative partnering, we will seek to develop a more coordinated system that identifies and provides the best treatment and supports for youth and families; provides evidenced-based treatment services and specialized treatment for juveniles with gender and cultural specific needs; increases education, employment, mentoring, parenting, skill building, reintegration, and vocational opportunities for youth; and collects data to demonstrate the effectiveness of our projects and this initiative.

**As an active Change Team member, I, _____, support the
Snohomish County Reclaiming Futures Initiative and Vision. By signing below I agree to:**

1. Become familiar with the RF Model [6 Steps] and Snohomish County Vision;
2. Attend monthly Change Team meetings;
3. Be actively engaged in Reclaiming Futures projects, activities, and/or Committees;
4. Assure my accountability to my RF Committee and the Change Team;
5. Collaborate with all members;
6. Actively represent the segment of the community for which I was chosen;
7. Act as a liaison between the Fellows Team and community partners;
8. Increase my knowledge of promising practices and evidence-based service delivery;
9. Assist in the promotion of Reclaiming Futures in the community, the needs of our kids and how they can support to inspire broad-based community participation; and
10. Support community efforts that align with Reclaiming Futures vision, mission and guiding principles.

Signature Date

Organization Representative